

27 January 1972

MEMORANDUM FOR: Members, NSCIC Working Group

SUBJECT : Work Program Agenda

1. Reference is the meeting of the NSCIC Working Group scheduled for 1430 hours, Friday, 4 February, in the DCI Conference Room at CIA Headquarters, the agenda for which is being described in this memorandum.

2. The NSCIC has charged the Working Group with preparation of a plan of action to support the NSCIC in fulfillment of the mission assigned to its members in the President's memorandum of 5 November 1971 on "Organization and Management of the U.S. Foreign Intelligence Community". This mission is to "give direction and guidance on national substantive intelligence needs and provide for a continuing evaluation of intelligence products from the standpoint of the intelligence consumer".

3. At the initial meeting of the Working Group on 13 December 1971, members from consumer agencies were requested to submit an expression of their needs. The replies were quite varied.

a. Dr. Cline responded for the State Department with a six-page listing of suggested tasks and problems for consideration of the NSCIC and an eight-page description of "The Intelligence Requirements Process at State".

b. Dr. Hall cited the Defense Department need for "a clear perspective on the effectiveness of intelligence in crisis situations" and he recommended five such situations for study--the Egyptian/Israeli cease fire, the Jordanian aircraft seizure, the [REDACTED], the Panamanian ship seizure, and the India/Pakistan war.

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c. Mr. Mardian submitted a four-page statement of Justice Department intelligence requirements in the fields of internal security and counterintelligence, immigration matters, narcotics matters, and organized crime, plus an exhibit which listed 40 pages of detailed requirements with respect to intelligence on narcotics matters in various countries of the world.

d. Vice Admiral Weinel listed three types of "intelligence shortfalls" as viewed by the JCS. In "intelligence processing" he indicated the most important area of concern was "How do we do a better job of keeping decision makers up to speed without overburdening them?". Under strategic intelligence he listed strategic warning and Soviet nuclear doctrine, and under technical intelligence the SA-5, BACKFIRE bomber and Soviet ASW/underseas capabilities.

4. After study of the committee member responses, I felt that the most appropriate next step was to submit a program of proposed action projects for Working Group consideration. Those which the Working Group decided to sponsor would represent the Group program. Ad hoc task groups would be the primary mechanism for accomplishing the study efforts, although some of the tasks could be assigned to the DCI staff.

5. At Tab A are 12 individual "action proposals" organized under three headings: Consumer needs, product evaluation, and production improvement.

6. Consumer needs: The problem here is to insure the adequacy of guidance to the intelligence community and of communications between consumers and intelligence producers, in terms of both generalized and specific needs. Three proposed projects in this area are:

- a. Expected major requirements for new or different intelligence in the near- to mid-term future
- b. Review of the Supplement to DCID 1/2 "U. S. Intelligence Objectives and Priorities"
- c. Survey of consumer reaction to intelligence products

7. Product evaluation: Responsibility for the evaluation of intelligence products is assigned in the President's memorandum to the Net Assessment Group of the NSC Staff. It is anticipated that

other consumer agencies also may initiate product evaluations from the standpoint of their own needs. The intelligence community can assist, if requested, in the identification of products to be evaluated or by providing summations of materials produced on particular subjects or produced in response to particular events. Intelligence agencies, however, should not be involved in evaluating their own products. Four action projects proposed at Tab A are:

- a. Review of the NIE-11 series
- b. Intelligence support for SALT negotiations
- c. Case study of U.S. intelligence reactions to a political-military crisis: The India/Pakistan conflict of 1971
- d. Evaluation form for intelligence products

8. Production improvement: A detailed examination of the production process, out of which it is expected will come recommendations appropriate for consideration by the NSCIC Working Group, is called for by the Presidential memorandum of 5 November 1971. Five action projects in this area are proposed at Tab A as follows:

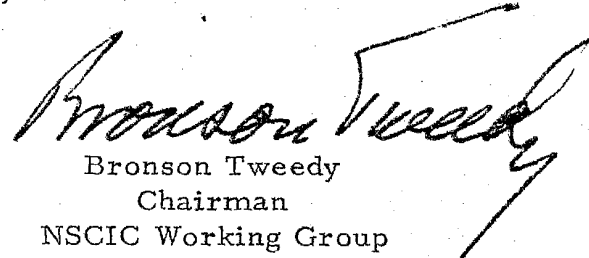
- a. Resources devoted to production by the U.S. intelligence community
- b. Survey of the intelligence analyst situation
- c. Research and development relating to intelligence production
- d. Intelligence support for U.S. international economic, financial and commercial policies
- e. China as an intelligence research and production target.

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9. Attempt has been made to include in the twelve action projects which are at Tab A those problem areas on which early attention should be focused. It is recognized that the future program of the Working Group will include additional problem areas, an example of which might well be an examination of the impact which international developments in the narcotics traffic can be expected to have on the intelligence needs of major U. S. consumers.

10. Your reaction to the proposed action projects and any proposals for additional or substitute projects will be the topic of our 8 February meeting. I am distributing this memorandum and the description of the proposed projects well ahead of our meeting so that you can be prepared to discuss your views as to the practicality and usefulness of the proposed program, and to present any proposals you may have for recasting the project list or to introduce alternative proposals. One of our tasks will be to decide upon the projects which are to be undertaken first since the entire list, while designed to respond to the President's memorandum, is beyond our capability to undertake simultaneously.

11. I anticipate a rather lively discussion.


Bronson Tweedy
Chairman
NSCIC Working Group

Attachments: a/s

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